# Chief Diversity Officers and Chief Academic Officers in Collaboration





#### William T. Jones (moderator)

Chief Diversity/Affirmative Action Officer SUNY Canton

#### **Heather Coltman**

Provost and Senior Vice President James Madison University

#### **Art Dean**

Special Assistant to the President James Madison University

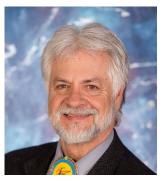
#### **David Owusu-Ansah**

Executive Director, Office of Access and Inclusion James Madison University

#### Elizabeth F. Ortiz

Vice President, Office of Institutional Diversity and Equity DePaul University

#### Meet our Presenters



William T. Jones (moderator)
Chief Diversity/Affirmative Action Officer
SUNY Canton



Heather Coltman
Provost and Senior Vice President
James Madison University



David Owusu-Ansah
Executive Director, Office of Access and
Inclusion
James Madison University



**Art Dean**Special Assistant to the President
James Madison University



Elizabeth F. Ortiz
Vice President, Office of
Institutional Diversity and Equity
DePaul University

#### Trends on the Horizon

- Political Environment and changing legislation
- Polarizing Issues dividing our campuses
- Lack of civil discourse
- More opportunities for potential (violent) conflict
- Outside forces: sponsors, agitators, and those rallying for a cause
- Social Media

## NADOHE and ACAO Webinar Collaborative and Strategic Partnerships to Address Crisis on Campus

HEATHER COLTMAN, PROVOST AND SR VP

DAVID OWUSU-ANSAH EXECUTIVE DIRECTOR FOR FACULTY ACCESS AND INCLUSION

ARTHUR DEAN EXECUTIVE DIRECTOR FOR ACCESS AND INCLUSION

JAMES MADISON UNIVERSITY

# Strategic Partnerships and Collaboration (Internal Focus)

- These are relationships that are built and maintained over time and not by personality but through intentional relationship building on your campus
- College Campuses are at the nexus of this wave of crisis
- Conversations about these topics and how to navigate them at the highest level
- Beyond the President's leadership team (who needs to be involved)
- Know your Institution's values and culture
  - How we communicate
  - How we address (internal/external communications)
  - How to build relationships internally to provide positive support during challenging times
- Private conversations might lead to public influence (thoughts, emotions and concerns)

#### Internal Preparation before a Crisis

- Campus Activism
- Build relationships before a crisis
- A certain outcome is never promised
- Safety of the campus
- Make room for expression, key leaders in place to assist with guidance and support of protests: (Example: Inauguration of President Rose and Missouri)
- Time and Place: Disruption of Educational endeavors/process
- Role of Campus Safety and other campus leaders
- Resources for faculty navigating classroom conversations
- Resources for administrators to assist with campus conversations

#### Strategic Partnerships and Collaboration Continued

- These are relationships that are built and maintained over time and not by personality but through intentional relationship building on your campus
- Administration to Faculty/Faculty Senate
- Faculty to Faculty
- Faculty to Students
- Administration to Students
- Students to Students
- You must have a long term view (Presidents, Provosts and Chief Diversity Officers might change but the same work is required)

# **Provost Perspective James Madison University** (Internal)

- Relationships (Power of listening)
- Provost engaging with a variety of faculty steering committees, deans and departments:
  - NewPoint Strategies
- Provost/President standing meetings with Speaker of the Faculty Senate
  - Responding to campus resolutions
- Provost attending Faculty Senate meetings
- Provost Advisory Diversity Committee
- Research and Curriculum Grants

# Strategic Examples of preparatory work used at James Madison University

- President: visible, large and small group conversations
  - Breakfast with key faculty or employee groups
  - Meetings with key student leaders
- Key interactions and presentations to student groups
- Diversity Councils and other University Bodies

#### Managing Expectations (Internal)

- Social Media
  - Campus policy and response plan
  - Pressure to say something (University, State and Federal Implications)
- Gathering accurate information before a response
- What you communicate should match your institutional values
- What is a crisis (Varied lens or perspectives about a situation?)

#### Internal Communications (Variety of messages)

- The larger the organization to greater number of communication methods need to be implemented
- Messaging from President on a consistent basis (internal and external)
- University Communication and Marketing Departments
- Electronic and personal communication
- Key committees designed to foster the dissemination of information

#### Strategic Examples (Internal)

- Inclusion Task Force:
  - History and Context, Climate (Students and Employees), Classroom Management
- Student marches and protests
- DEEP Impact
- Center for Faculty Innovation: (Dialogues, Flashpoints, New Faculty Academy, Workshops)
- Talent Development
- Faculty Recruitment, Selection and Retention Process
- Departmental Dialogues: Values, diversity, what's present and what's missing
- Toolkit: Foster civil discourse, encourage people to share, assist faculty and staff in classroom and group navigation
- Create space for faculty expression and discussion: Democracy in Peril (monuments and buildings)
- PIR, PFF, Diversity Councils











## NADOHE AND ACAO WEBINAR

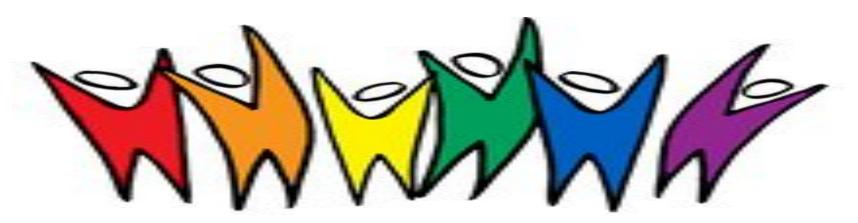
Collaborative Partnerships to Address
Crisis on Campus
Elizabeth Ortiz, VP Equity and Diversity
DePaul University

## DePaul University as a Case Study

- The University revisited its Guiding Principles of Speech and Expression with representative university stakeholders
- The University developed a communication plan to disseminate progress on various initiatives and proposals.
- The President's Office sponsored a President's Speakers Series
- Colleges and departments held teach ins and lectures through out the year
- Revised several processes and university protocols
- Expanded training
- Created a Race and Speech Action Plan
- Involved stakeholders through every step of the process to include students, faculty and staff

#### Collaboration is Key in Moving Forward

It will take everyone working together to resolve these issues — Diversity work is everyone's responsibility!



#### When Crisis Occurs

- Not all of stakeholders may be aware or know what happened
- Many different accounts and viewpoints of situation
- Campus community may not understand the process
- Accountability and transparency is key
- Events happen in real time and actions must be sure and swift

#### Guiding Principles

- Mission should be the university's primary guide in developing partnerships, action, and communication
- Having processes in place before crisis happens is key
- Students, faculty and staff need to feel protected
- The university should have protocols in place to ensure calm and safety
- Messaging and tone are important in addressing stakeholders

#### Response through Collaboration

- Work with campus community to find solutions
- Implement various feedback mechanisms to include: town halls, presentations to shared governance bodies, and brown bag sessions.
- □ Take recommendations and implement them
- Expand multicultural and diversity seminars
- Explore practices and policies regarding speakers on campus
- Create an Action Plan with deliverables and deadlines
- □ The plan should evolve with feedback
- All this is conducted while we continue to operate business as usual

## Leadership: Modeling the way

- □ Policy: making sure to follow proper procedures
- Support, attend and develop initiatives at the department and college unit level as well as in the councils/senates
- Communication: informing stakeholders of action plan progress
- Transparency and talking points
- Professional development at the highest levels
- Assist in changing the narrative

### Final Thoughts

The pessimist complains about the wind, the optimist expects the wind to change, a leader adjusts the sails



## Questions



# Thank you for joining us for the Chief Diversity Officers and Chief Academic Officers in Collaboration webinar!

For more information, please contact:



www.nadohe.org



www.acao.org